

Immediate actions:

- **Bathsheba** > Continue collecting Member Company introductions for Find-a-Member page at afera.com
- **Elke** > Investigate auto-creation of meta data
- **Elke** > Continue SEO for *Why tape?* section and developing web pages at afera.com
- **Elke** > Draft a customer journey outline
- **Bathsheba** > Update Afera's Overview 2019-2025 and include it in an upcoming edition of *Afera News*
- **Evert** > Discuss with the SC providing the Mem-WG with guidance on recruitment focus
- **Mem-WG** > Update manufacturer + supplier and database with assistance from Secretariat if needed
- **Astrid** > Lead the Mem-WG in possibly setting up a game plan/schedule in which 5-10 potential new Members are targeted every month or quarter with a call or a face-to-face meeting with an Afera Member
- **Jacques** > Confirm with the SC the idea of conducting a sustainability survey
- **Every MKC Member** > Must be involved in at least 1 WG
- **All MKC Members** > Follow [Afera Member tape network](#) and [Design that sticks](#) Twitter accounts + [Afera, The European adhesive tape network](#) LinkedIn account, and actively like and share posts
- **Astrid and CGE-WG** > Look into offering some papers on transitioning from the commodity to specialty tape business at Afera's Annual Conference
- **Astrid** > Discuss with Afera's management possibly increasing the Association's presence at trade fairs, exhibitions and other industry events.

Afera Marketing Committee (MKC) Meeting Minutes

Date: 8 October 2019

Time: 13.00 – 17.30

Venue: Pestana Palace Hotel,
Lisbon, Portugal**Present:**

Jacques Geijsen (Afera MKC Chairman, American Biltrite Inc.)
 Evert Smit (Afera President, Lohmann GmbH & Co KG)
 Florian Heller (Mondi Group)
 Stefan Neuner (Neevah Performance Materials)
 Stefan Meirsman (Nitto Europe N.V.)
 Deniz Bölükbaşı (Organik Kimya SAN. Ve TIC. A.Ş.)
 Matthias von Schwerdtner (tesa SE)
 Beverley Weaver (TSRC (Lux) Corporation S.a.r.l.)
 Vesna Daniloska, guest (The Dow Chemical Company)
 Nicholas Liénart, guest (Eastman Chemical Company)
 Timothy Sadow, guest (Eastman Chemical Company)
 Estela Viegas, guest (H.B. Fuller)
 Raymond Somich, guest (Omnova Solutions, Inc.)
 Graeme Roan, guest (PSTC Marketing Chairman, Synthomer)
 Astrid Lejeune (Afera Secretary-General, Lejeune Association Management)
 Elke Verbaarschot (Lejeune Association Management)
 Bathsheba Fulton (Afera Communications)
 Bert van Loon (Independent Strategist)

Excused:

Giovanni Scognamiglio (3M Europe, Italy)
 Alicia Tissot (Advance Tapes International Ltd.)
 Aris Venetis (Atlas Tapes SA)
 Martha Sloboda (Scapa PLC)

Chairman:

J. Geijsen

Secretary:

A. Lejeune

Date of Next Meeting:

Tuesday, 11 February 2020 (13.00-17.30) at the InterContinental Düsseldorf in Düsseldorf, Germany. Lunch will be included. Dinner is scheduled **the same evening** along with the Steering Committee (SC), meeting in the hotel lobby at **19.00**.

Agenda

1. Opening, agenda, competition law compliance
2. Minutes and actions of 5 February 2019 Meeting in Düsseldorf, Germany
3. Afera's strategy 2019-2025
4. Marketing communications (MarCom-WG)
5. Membership recruitment (Mem-WG)
6. Sustainability (Sus-WG)
7. Education awareness initiative (Edu-WG) > Future workforce (FW-WG)
8. Content generation & engagement (CGE-WG)
9. Afera media tools, general communications
10. Preparation of General Assembly 2019 presentation on activities, results of MKC
11. Other matters
12. Next Meeting, closing.

Note:

- Refer to the **Afera MKC Presentation 8 October 2019** slideshow and other **bolded, highlighted documents** for information co-ordinating with these Minutes. Where possible, corresponding documents and information are also provided through external links.
- **Bolded, highlighted** names denote expected actions. Unless otherwise stated, **all actions are to be completed by the next MKC Meeting on 11 February 2020.**

MKC Working Groups	
<p>Content Generation & Engagement (CGE-WG) (written content and themes and information conveyed through Afera events) Also a TC WG</p>	<p>Jacques Geijsen, Leader, American Biltrite Astrid Lejeune, Afera Bert van Loon, Afera Matthias von Schwerdtner, tesa Evert Smit, Lohmann Aris Venetis, Atlas</p>
<p>Marketing Communications (MarCom-WG)</p>	<p>Elke Verbaarschot, Leader, Afera Bathsheba Fulton, Afera Tom Garcia, Scapa Bert van Loon, Afera Thorsten Petersson, tesa Alicia Tissot, Advanced Tapes</p>
<p>Future Workforce (FW-WG)</p>	<p>Evert Smit, Leader, Lohmann Nicholas Liénart, Eastman Estela Viegas, H.B. Fuller Deniz Bölükbaşı, Organik Kimya Florian Heller, Mondi Wolfgang Aufmuth, Sekisui Alveo Martha Sloboda, Scapa TBA, Dow</p>
<p>Member Recruitment (Mem-WG)</p>	<p>Astrid Lejeune, Leader Alicia Tissot, Advance Tapes Bathsheba Fulton, Afera Stefan Meirsman, Nitto Stefan Neuner, Neenah Elke Verbaarschot, Afera Beverley Weaver, TSRC</p>
<p>Sustainability (Sus-WG) (future-proof business and eco-friendly processes and products) Also a TC WG</p>	<p>Deniz Bölükbaşı, Organik Kimya Raymond Somich, Omnova Solutions Timothy Saddow, Eastman Giovanni Scognamiglio, 3M</p>

1. Opening, agenda, competition law compliance – see slides 1-5

- 1.1 MKC Chairman Jacques Geijsen officially opened the Meeting, which consisted of 18 participants:
New TC Member Vesna Daniloska, associate TS&D Scientist at The Dow Chemical Company; Nicholas Liénart, EMEA account manager at Eastman Chemical Company (Belgium); Timothy Sadow, market development manager of adhesive tapes and labels at Eastman Chemical Company (USA); Estela Viegas, EIMEA Communications Manager at H.B. Fuller (Portugal); Raymond Somich, global marketing director at Omnova Solutions, Inc. (USA); and Graeme Roan, PSTC Marketing Chairman and product manager of global adhesives and market development manager for the Americas at Synthomer (USA), all guests, were introduced, and a short round of introductions was performed. Mr. Geijsen briefly reviewed the agenda and action points covered in the items below.
- 1.2 Secretary-General Astrid Lejeune reviewed [Afera's strengthened Competition Law Compliance Policy](#), which was confirmed by all present. Ms. Lejeune informed the group that the Association has developed new materials explaining the dos and don'ts of legal behaviour in all Association Meetings and activities. Going forward, these will be provided on the overhead, in handouts and digitally at every Meeting or activity to make sure every participant is aware of Afera's adherence to antitrust law.

2. Minutes and actions of 5 February 2019 Meeting in Düsseldorf, Germany – see slide 6

- 2.1 The Minutes of the Afera MKC Meeting held on 5 February at the InterContinental Düsseldorf in Düsseldorf, Germany, were approved and signed as a true record of proceedings.

3. Afera's strategy 2019-2025 – see slides 7-21

- 3.1 Operationalise and activate all initiatives, broader review of projects' objectives and work approach:
- Mr. Geijsen explained that this Meeting would be run differently to the usual agenda. He said that he was not happy with the current results of the MKC's activities. On his behalf, Bert van Loon had conducted some research among many MKC Members to determine how productivity can be improved.
 - Mr. Geijsen reviewed for new Members and guests in the Meeting the process in which [Afera renewed its vision, mission, goals and strategy in 2018](#). Afera President Evert Smit added that Afera's management were disappointed by the progress made by the Committees and wanted to root out the cause of the lack in participation. What does Afera need to do to meet its goals, including internal and external resources? If it is proposed to the SC, most likely they will agree to it. Afera wants to move from being an inward- to an outward looking organisation. There are several factors which will influence our world in the foreseeable future; these were discussed in Afera's strategy-setting sessions.

3.2 Mr. Van Loon's activation plan: (see slides 7-18)

- He explained that he had talked with ~12 people leading Committees and WGs to see if he could determine how successfully initiatives gain traction within Afera.
- Primary question: Are we currently on track in activating the strategic initiatives and what, if any, are bottlenecks and potential solutions to improve and facilitate progress? Is Afera's new 12-13 strategic activity/project list too ambitious to tackle all at once? See slide 17 for summary.
- 4 main takeaways:
 - 1. TC projects are easier to define than MKC projects.**
 - 2. It is easier to move existing projects forward than to get new ones moving.**
 - 3. Projects should be limited in number or prioritised so that Afera is not trying to accomplish too many things at once.**
 - 4. KPIs for each project should be set.**
- Overall findings: The top issues were
 1. availability of time:
 - Use the time we have available to your best advantage, including defining what to do/accomplish during 2 face-to-face Committee Meetings each year (no micro tasks or operational items then but brainstorming, agenda-setting, goal defining).
 - Working on (partial) project deliverables, reporting, micro tasks, operational items should be done between Meetings. Monthly or bimonthly calls should be scheduled at the Committee Meetings.
 - **Break projects up into smaller pieces with smaller teams.**
 - Try to work independently between Meetings.
 2. availability of (industry) knowledge/network/skills:
 - "Within Afera, we have the industry network we need to realise a lot. We are just not using it to our advantage."
 - Determine for each project what skills are needed that are industry-specific and generic and which WG Members can work on the industry-specific activities. **Non-industry-specific activities can be outsourced.**
 3. clear project (team) deliverables and focus/agenda:
 - It is hard to convert rough goals and ideas to smart objectives.
 - **Be precise about defining what needs to be done and who is able to and will do it.** Make sure this is aligned with Afera's strategy and approved by the SC.
 - WG and project leaders can use the 1-page, project-defining template "Afera Project Basics" devised by Mr. Van Loon.
 4. clear roles of team participants:
 - Are you joining the team to contribute actively or to observe and learn? Both roles are appropriate in the association world.
 - **Manage your expectations of participants in the WG at the outset of the project.**
 - Use a "responsibility assignment matrix" (RACI Matrix > responsible, accountable, consulted and informed) to establish roles in projects.
 5. personal leadership style of Member representatives:
 - Within Afera, leadership is voluntary and for a defined period. Leaders are process-oriented, field experts, solo runners and

- or broad enablers, to name a few styles.
 - **WGs need to develop an organisational process and culture independent to leadership style.**
- 6. simple and effective reporting and communications methods:
 - **We need a unified, consistent form of defining and reporting on projects.**
- Mr. Roan said that things work differently in the PSTC's marketing committee as it only has 6 members, meeting 3-4 times per year (for an afternoon meeting, dinner and another morning meeting). Phone meetings with a limit of an hour, every 6-8 weeks, are held only on very specific touch points. This is a heavier time commitment than some of the other committees, but they have a lot of projects and activities going on currently. They deliberately limit their number to get more accomplished. Once in awhile, they experiment with adding another member, but if he/she doesn't engage, they stop including them in their calls and meetings. The PSTC used to have more subcommittees working on separate projects. They were all related to each other but the management had trouble keeping track and tying them all together within the greater organisation. Some projects overlapped too much while others diverged too much. Mr. Roan feels that having a larger structure could work, but at the time that they did, it was not well-co-ordinated. He noted that they also get a lot of support from their association management company. Usually if they draft something, someone at the secretariat will complete writing or polish it for them. If they had to do everything themselves, he said, they wouldn't get as much done.

3.3 Broader review of projects' objectives and work approach:

- Mr. Geijsen led a review of the subject and membership of each WG.
- The MKC were divided into their existing working groups (WGs) to perform a working session during the Meeting, including discussing
 1. the broad, long-term goal
 2. the SMART goals/deliverables for the next 2 years
 3. resources
 4. MarCom support
 5. technical support
 6. team profile
 7. team members and role/contribution.

4. Marketing communications (MarCom-WG)

4.1 WG Leader Elke Verbaarschot reported on Afera's content marketing/social media programme according to the Afera Project Basics template provided by Mr. Van Loon: (see slides 23-24)

- The broad, long-term goal:
 - To support all the WGs in their outreach.
 - To communicate the progress of the Afera initiatives as presented in the Association's strategy.
 - To manage our on- and offline communication efforts to the right target groups.
- SMART goals 2020-2021 deliverables:
 - Continue to set KPIs related to increasing followers of social media accounts or traffic at afera.com.
 - Continue updating Afera's MarCom cloud Content Calendar, which includes all of Afera's communications activities over the year,

including pre-event and post-event actions.

- Create a customer journey map, in which you can check if you communicate to each potential client in the right way for each phase that they are in, from “awareness” to “member”.
- Skills: Include MarCom, SEO, Google Analytics, monitoring and optimising social media platforms.
- Needed: More input in content creation from all other WGs. Ms. Verbaarschot says that the MarCom WG will intensify efforts in this area to improve communication on the products Afera has to offer as an organisation.

4.2 Ms. Verbaarschot then updated the MKC further on the MarCom-WG’s progress over the last 8 months (see **MarCom-WG Report October 2019** slides):

- For the [Design that sticks](#) Twitter account (5,257 followers), the KPI of increasing followers by 5% was not met (at +4,2%), but the [Afera member tape network](#) Titter account (340 followers) exceeded this at +23%. The [Afera, The European adhesive tape network](#) LinkedIn account was set up in October 2018 and now has 201 followers (+164% since September). See slides 7 and 8. The WG will continue to set goals in increasing traffic and raising the visibility of Afera online, including posting and targeting group management. **All MKC Members** were asked to follow the above 3 accounts and to actively like and share posts.
- afera.com has seen continued increase of website traffic (+15,3% users average per month and +26,4% page views). The WG is going to look into lowering the bounce rate, meaning that the logical flow of the website needs to be analysed. Accurate data for return visitors is hard to come by, as some users delete their cookies regularly or periodically. See slides 9-12.
- Content planning and creation, which is registered in the cloud Content Calendar: includes increased drafting and submission of press releases and event and Member Company articles, creation of an Afera promotional Flyer (see agenda item 5) and optimisation of the Afera Community app (she is currently evaluating alternate suppliers as she doesn’t like the app’s contact functions). New Afera and *Why tape?* presentations will be drafted following activation of Afera’s new strategy. A technical update of *Why tape?* is also underway in the TC (see agenda item 9.2). **Ms. Verbaarschot** will continue SEO, especially for this section, and developing web pages at afera.com.
- Website best practice (functionality, usability, SEO, subscribes and emails, KPIs): Afera will be putting into place an up-to-date website template in December, and it will go live in January (see slide 5). The Member Directory, which is the second most frequently visited page, will feature prominently (see slide 12 for content stats). **Bathsheba Fulton** will continue to collect Member Company introductions for this page. **Ms. Verbaarschot** will investigate auto-creation of meta data.
- Focus in the next year will be on creating a customer journey outline to better gauge Afera’s communications outreach.



5. Membership Recruitment (Mem-WG) – see slides 25-26

- 5.1 Stefan Meirsman reported on Afera's Membership recruitment efforts: (see slide 26)
- Sum-up: Afera's overarching goal for our Membership is, while maintaining a focus on tape manufacturers, representing the entire adhesive tape value chain most adequately. The MKC's pilot project of recruiting converters was kicked off in 2017, when Mike Punter, the former Marketing Committee Chairman and head of Parafix, a large, U.K.-based European converter, was attempting to expand the presence of the converter within Afera.
 - As customers of tape, liner and machine manufacturers, converters are the Association's newest Member class and enjoy the closest position to end users within the adhesive tape supply chain.
 - The European converter landscape is characterised by many small and medium-sized companies operating in 1-3 countries or a region within their local language; whereas in the U.S., fewer larger players dominate the entire market. (During the Meeting, Mr. Roan said that converters would also probably be admitted as members of the PSTC in a few years' time.)
 - Among other promotional activities over the years, Afera agreed to lower the Converter Membership fee by almost half for 2 years (€1,000 for 2018 and 2019). Following this discount, Afera was planning to move on to general Member recruitment again in 2020.
 - Members of Afera's Committees engaged in updating both the converter and manufacturer + supplier databases, which were relatively up-to-date at the end of 2017.
 - In the MKC's February 2018 Meeting, Mr. Meirsman and his Nitto colleague Kim Meekers informed the MKC on their progress in recruiting 4 new Members (which eventually grew to 7) by thoroughly updating the converter list by country and region and using face-to-face meetings with customers as an opportunity to promote Afera Membership. Even though they had little time to start utilising their recruitment list, their approach was extremely effective. It was concluded without a doubt that personal contact should be used for Afera Member recruitment. And with converter Membership above 10% of the total, the WG's goal was reached for this Member class.
 - Mr. Meirsman said that when he talks with business partners on a daily or weekly basis, he mentions Afera to them: what Afera is doing and what the Membership benefits are. The flyer which Afera produces helps in giving potential Members something to take away with them for reference (see **Afera Flyer November 2019**). He admitted that some converters are simply too small and lack the resources to become Members.
 - The broad, long-term goal: See questions below.
 - SMART goals 2020-2021 deliverables:
 - Focus on Italian and French tape producers, as well as distributors (many of which today are converters and add value to tape), which are still strongly underrepresented in Afera.
 - What is Afera's target Membership total number? Should we focus on quantity or quality? What is the added value in increasing our Membership? It was mentioned that Afera's current tape manufacturer Members make up 70-80% of Europe's adhesive tape produced in volume. Mr. Meirsman said that within Afera there is definitely potential to grow the network, but Afera needs a more structured approach to recruitment.

- With special focus on tape manufacturers, the **Mem-WG** will update manufacturer + supplier and converter databases as well as possible, possibly with support from the Secretariat. *Since then, the latest versions of these documents were sent to the Mem-WG. Beverley Weaver immediately started working on modifying the manufacturer + suppliers excel sheet, splitting the companies into tape manufacturers and suppliers, something which was greatly needed. An up-to-date list of past and current Afera Members was also supplied to the WG. Ms. Weaver also provided input into updating Afera's Flyer, mentioned above, which has just been reprinted for a Nitto business event in London in November, [AWA's Global Release Liner Industry Conference](#) (of which Afera is a Supporter) in Amsterdam in February, and [Afera's 9th Technical Seminar](#) in Brussels in April 2020.*
- The Mem-WG will consider setting up a game plan/schedule in which 5-10 potential new Members are targeted every month or quarter with a call or a face-to-face meeting with an Afera Member. **Ms. Lejeune** will be the owner of this project.
- **Mr. Smit** said that he would discuss with the SC providing the Mem-WG with guidance on focus (and where the most resources should be put).
- Skills: Experience/knowledge of the entire supply chain.
- Tools: Word of mouth about Member benefits (networking), especially at Afera's Technical Seminar and Tape College; talking about Afera's regulatory work and how it could benefit small and medium-sized companies, special Member and registration fees (letting new Members attend 1 Afera event for free)?
- MarCom support needed: Recruitment Flyer (mentioned above), continued valuable content through *Afera News*, direct mailing?

Members

Active: 44
Associated: 47
Converter: 12
Affiliated: 4
Total: 107

New: 6
Exited: 3



6. Sustainability (Sus-WG)

6.1 WG Leader Deniz Bölükbaşı reported on Afera's sustainability programme: (see slide 27)

This WG has the following Members in the TC:

Ian Grace, Loparex
 Teoman Köksal, A&G Ambalaj
 Jeff Burrington, H.B. Fuller
 Nicolas Sajot, Bostik
 Vesna Daniloska, Dow
 Jarno Weemers, Eastman
 Axel Hessland, IVK/FEICA
 Gert-Jan van Ruler, DRT
 Michel Sabo, Nitto
 Yasemin Seyren, Organik Kimya

- Sum-up: The Sus-WG discussed how to define "sustainability" in our industry, both internally in companies and externally for partners, customers and our customers' customers (the entire chain). Everyone seems to have different opinions and prioritisations. Sustainability is a very complex, intangible, futuristic subject, for which KPIs are hard to establish. It is very much about marketing, except where legislation is concerned. In the latter case, just "going green" is not enough. Permanent regulatory measures are approaching, and the tape industry needs to figure how to position itself to survive and flourish in this area. Ian Grace's previous Afera meeting on the subject was a difficult one. Afera's Sus-WG needs to gauge what the market is asking for in "sustainability".
- The broad, long-term goal: Develop a sustainability programme or policy within Afera, with future Afera Members and companies/workforce in mind. Ensure that this is consistent with Afera's approach to regulatory affairs.
- SMART goals 2020-2021 deliverables:
 - Possible survey among Afera's Membership and even a wider audience to establish what the sustainability priorities are within the entire adhesive tape value chain (green, bio-based products, energy saving, waste management, recyclability, etc.). 2 delegates (1 technical and 1 marketing) from each Member Company should be the recipients of the Survey. Determine if non-Members should also be targeted for the Survey.
 - **Mr. Geijsen** will confirm the idea of conducting the Survey with the SC.
 - The TC and MKC will work together on this topic, combining all of their expertise and ideas.
 - Prioritise areas of focus, possibly with the aid of a consultant.
- Budget: Cost of hiring 3rd-party consultancy which would collect information from Members and provide Afera with metrics and a methodology; possible overlap with Afera's incoming Public Affairs Manager.
- Skills: Those familiar with the subject and language of "sustainability"; Members with sustainability programmes and groups (reach out to them); those Members who are communicative/responsive; the MKC should be responsible for determining the 2 company delegates per Member who should receive the Survey and for ensuring that they respond.
- Tools: SurveyMonkey or other means of conducting a survey; coverage on website and social media.

- MarCom support needed: Assist in drafting/checking language used in Survey; communicate survey results; make Afera's sustainability approach prominent in the Association's messaging.
- Technical support needed: TC should provide Afera with a current status of sustainability within the adhesive tape industry value chain (what's new, policies, products, processes and trends – most of which is public, commercial information). This could be given to a 3rd-party consultancy for analysis and to offer a professional manner for managing and/or monitoring this topic.

7. Education awareness initiative (Edu-WG) > Future Workforce (FW-WG)

7.1 Education curricula programme pilot project in the U.K. w/Pearson BTEC:

- The original aims of this group included creating educational content and to ensure potential users were aware of the countless functionalities and options available in adhesive tape. Afera also aimed to make future workforce members, who today are engineering students, aware of the adhesive tape industry itself.
- Mr. Smit reported that Afera's pilot project with Pearson is currently on hold because of political conflict in the U.K. that has frozen progress in new curricula development.

7.2 Shifting emphasis to war for talent/next-generation workforce topic (w/FINAT):

- Mr. Smit said that he has had several discussions with sister association FINAT, the European Self-Adhesive Label Industry Association, which also has a similar need to understand and attract the future workforce. Many companies within our industries are struggling with the talent journey and employer branding (via HR, internal communications and marketing). Cueing in on and attracting young, intelligent employees in the tape industry is going to be increasingly difficult. The future workforce has a growing list of employment options, and they are not even aware of the existence of the adhesive tape value chain.
- Afera and FINAT have the same goal, although we are not competitors. The supplier side are all the same companies for both associations (at least up to 80%). The pure making and converting of labels and tapes is largely done by different companies. Afera and FINAT's working together will have a much greater impact on moving the project forward.
- How the 2 associations will work together has not been determined yet, but we want to make sure that enough employees are feeding our industries in 5-10 years' time. If we cannot recruit the people we need, our business' growth will be limited.

7.3 Today's Meeting working session results:

- Sum-up: Afera's Future Workforce programme will focus on the recruitment and immediate retention aspects of the workforce cycle.
- The broad, long-term goal: Make the appropriate workforce for the tape industry sustainable. Through branding the European adhesive tape industry, cue in on and attract young, intelligent employees and retain them. Provide the necessary information to Afera Member companies to assist them in this process.
- SMART goals 2020-2021 deliverables:
 - Define the framework/model we are going to use to attract future workforce. This will take a year as more advice is needed on the

- subject.
- How shall we brand our industry? This must be determined with external help.
 - Create a programme of future-workforce-related events.
 - Establish a running ambassador system of people who speak on behalf of Afera and who are positive about the Association. These could be retirees, university professors, customers, etc.
 - Work with FINAT on this, so it would be a complete PSA industry initiative (as Afera and FINAT overlap by about 80%).
 - Budget: Cost of external consultation network.
 - Skills: A network of experts in HR/the talent pool and PR. Experts from all levels and facets are needed, along with an ambassador for the ambassadors.
 - MarCom support needed: Very strong internet presence—this messaging must be very easily found; strong network of experts, especially those with HR skills; alumni platform.
 - Technical Support needed: Experts in chemistry/science of adhesion are needed for storytelling, but also sponsors at universities where people learn the tricks of production.
 - Team: The people responsible for strategy related to this topic will come from the MKC. Members of both the TC and MKC will work on the operational end. Consultation from the PSTC, MKVS, university professors, HR and employee-branding professionals, etc. will be sought.

8. Content Generation & Engagement (CGE-WG)

- 8.1 No one from the WG was present to engage in the working session on this topic, which will be followed up on in the future.

9. Afera media tools, general communications - see **MarCom-WG Report October 2019** slides

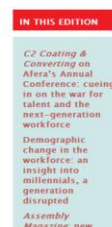
9.1 Afera News contribution from Members (incl. case studies):

- Ms. Fulton shared a visual of *Afera News* and explained that content has been optimised by forging closer, more individual contact with Members and mapping out and utilising content available on Member company websites.
- She highlighted [a case study she recently worked on with Loparex](#) for Issue 8. This is a great example of a Member contribution of interesting news. The case study in particular was an achievement of a MarCom-WG goal.

9.2 New website template, [Why tape?](#) update:

- TC Content Generation & Engagement WG Members Thorsten Meier (certoplast Technische Klebebänder GmbH), Alan Gilding (Advance Tapes International Ltd.) and Jeff Burrington (H.B. Fuller U.K., Ltd.) are currently updating this section of *afera.com* from a technical standpoint.

Member Company descriptions:



ISSUE 9 2019

C2 Coating & Converting on Afera's Annual Conference: cueing in on the war for talent and the next-generation workforce

Afera's latest press release covers our upcoming Lisbon Conference dedicated to "Making the Tape Business Future-Proof". [Read](#) | [Register](#)

Demographic change in the workforce: an insight into millennials, a generation disrupted

In the Lisbon Conference Blog, Deloitte's Christiane Schober discusses the shift in who is entering and leaving the workforce and what companies can do to attract and retain younger-generation employees. [Read](#)

Assembly Magazine: new techniques for joining

- As touched upon in agenda item 4.2, the [Member Directory at afera.com](#) offers a Company description feature behind each individual Member listing. There is no word count limit for this. Ms. Fulton has received enthusiastic responses about this free Member benefit and will continue to collect these (~10% have been published).



9.3 "Member of Afera" logo link:

- Ms. Fulton showed some examples of Afera Member logo-link placement on their websites. About 50% of Afera Members have published the "Member of Afera" logo link, and she is constantly working to increase this exposure.

9.4 Media list shared with MKC Members:

- Please see [Afera Media List October 2019](#). Ms. Fulton asked that MKC give their input re: target segments/outlets, experiences, contacts, etc. within trade industry media, if desired.
- Ms. Fulton listed the media outlets that picked up [Afera's press release issued at the end of August](#).



10. Preparation of General Assembly 2019 presentation on activities, results of MKC

- 10.1 See attached finalised [Afera General Assembly Presentation Lisbon 10 October](#).

11. Other matters

- 11.1 [Matthias von Schwerdtner](#) asked if efforts to engage Afera Member Italian

manufacturers had been made. Ms. Lejeune explained that the Lisbon Conference Working Programme had been developed with Italian tape players in mind and that the event had registered a good showing with 21 delegates from Italy. In the past, Italian tape manufacturers, which were largely commodity-based and family-owned, had pulled the Association. Italian participation has waned over the years as Afera shifted its focus to cover specialty tapes as well; however, Ms. Lejeune feels with Afera's strengthening regulatory activities and the European market shift from commodity tapes to specialty tapes, Italian companies will treat the Association with renewed interest. Timothy Sadow suggested that Afera offer some papers on transitioning from the commodity to specialty tape business to provide value to this relevant part of our Membership. **Ms. Lejeune** will follow up on this.

- 11.2 Stefan Neuner asked if Afera is involved in promoting itself at trade fairs and exhibitions. **Ms. Lejeune** said that Afera should consider its presence at events as well as in the media. This item will be discussed within Afera's management.

12. Next Meeting, closing

- 12.1 The next Afera MKC physical Meeting will take place on **Tuesday, 11 February 2020 (13.00-17.30)** at the InterContinental Düsseldorf in Düsseldorf, Germany. Lunch will be included. Dinner is scheduled **the same evening** along with the SC, meeting in the hotel lobby at **19.00**.
- 12.2 The Chairman thanked everyone present for their attention and valuable contributions and closed the Meeting.

Astrid Lejeune
The Hague, 12 November 2019

Disclaimer

Afera operates within the regulatory framework of competition law as set out by the European Union and national legal systems and respects all rules thereof. Afera actively raises awareness about competition law among its Members and encourages its Members to comply with these rules. The purpose of discussions within Afera is to identify general trends and market developments without identifying individual company data. Afera does not accept responsibility or liability for any type of restrictive agreements concluded by its individual Members during Afera Meetings or within the context of Afera events, in spite of the aforementioned precautionary measures.
